



SEMS EOC COURSE

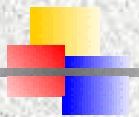
Chapter Two: Visuals

**OES / CSTI
2003**



Overview of Chapter Two:

- ◆ **This Chapter is subdivided into 4 Sections**
- ◆ **Each Section describes both common and varying features of EOCS at the following SEMS Levels:**
 - **Section One: Local Government EOC**
 - **Section Two: Operational Area EOC**
 - **Section Three: Region (REOC) EOC**
 - **Section Four: State (SOC) EOC**



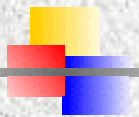


Section One:

Local Government EOC:

◆ Local Governments are:

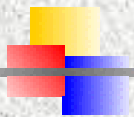
- Cities
- Counties
- Special Districts





To Comply with SEMS; Local Government EOCs:

- ◆ **Must use all SEMS Functions as needed**
- ◆ **Must comply with SEMS Regulations**
- ◆ **Must use existing fire and law enforcement mutual aid systems**
- ◆ **Must practice inter-agency coordination**
- ◆ **Must establish communication with the field level and with DOCS if used**





Activating the Local Government EOC:

- ◆ **3 Levels of activation
(see Chapter One)**
- ◆ **Develop your own
procedures consistent
with SEMS
Regulations**



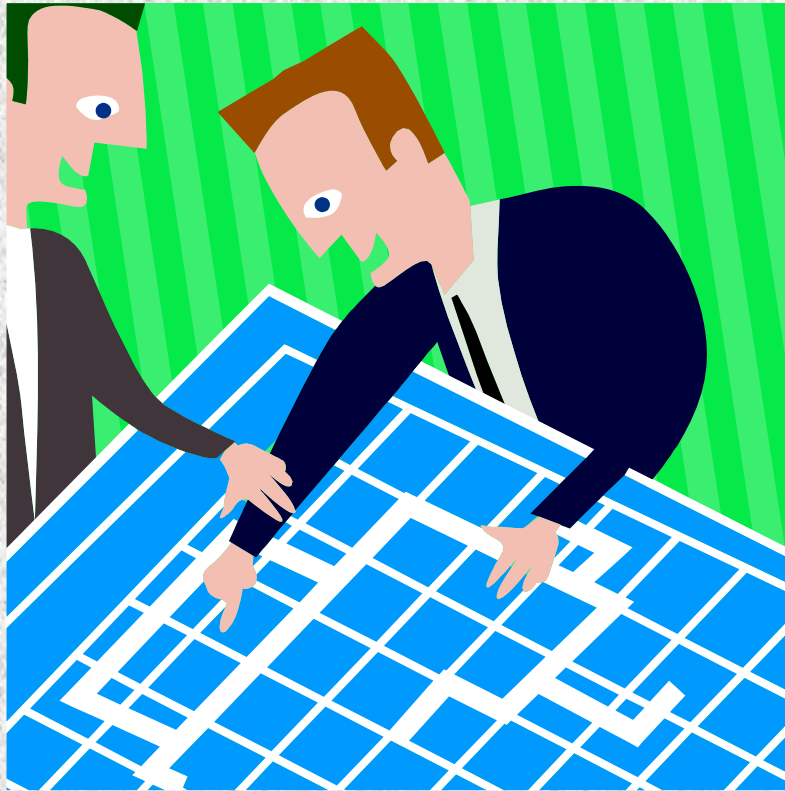


What Does The Local Government EOC Do?

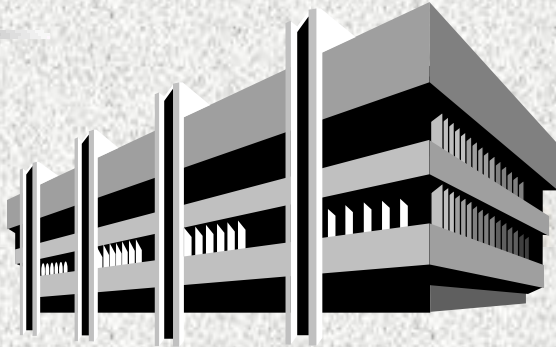
- ◆ **Once again...centralized emergency management!**
- ◆ **Serves the needs of the jurisdiction or special district**
- ◆ **Coordinates with other governments and the Operational Area EOC**



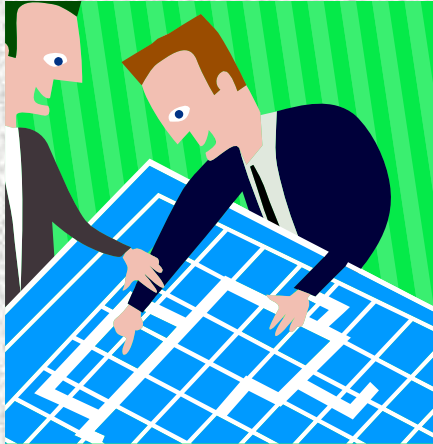
The Department Operations Center (DOC):



- ◆ Facility used by a single discipline
- ◆ Manages the field response for that discipline only
- ◆ Coordinates with the jurisdiction's EOC



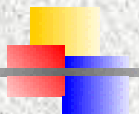
LOCAL GOVERNMENT EOC



LAW ENFORCEMENT DOC



FIELD RESPONSE





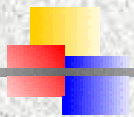
5 SEMS FUNCTIONS IN THE LOCAL GOVERNMENT EOC:

◆ Management:

- **Establishes overall policy and determines operational priorities**

◆ Operations:

- **Implements the EOC Action Plan**



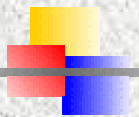


◆ **Planning Intelligence:**

- **Collect, analyze, distribute information**
- **Facilitate the Action Planning Process**
- **Develop and distribute the EOC Action Plan**

◆ **Logistics:**

- **Provide supplies, services, personnel, facilities, and equipment, in support of the response**





◆ **Finance Administration:**

- **Provides for time-keeping, cost accounting, and financial record-keeping during the response**
- **Oversees fiscal recovery activities**

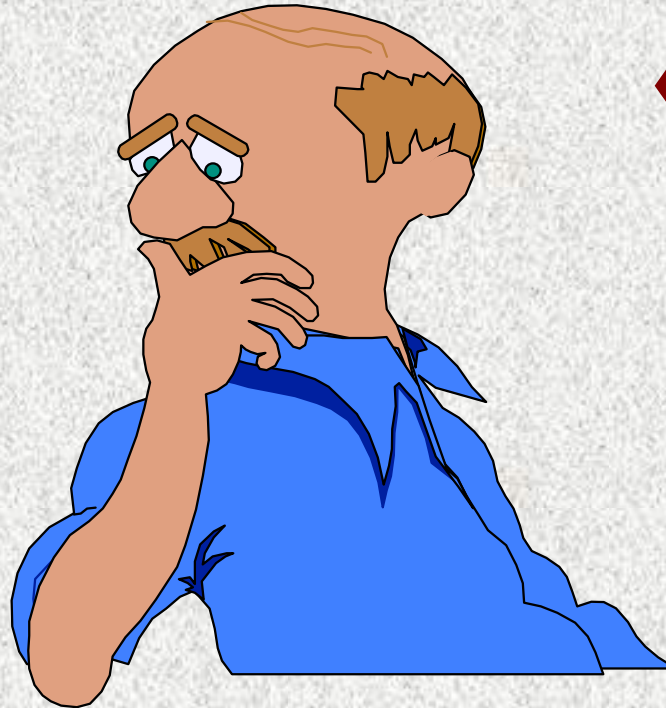




Standard Terms and Definitions

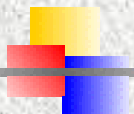
◆ What are:

- Sections?
- Branches?
- Groups?
- Units?



◆ What are:

- Leaders?
- Chiefs?
- Coordinators?
- Supervisors?





Organizing Staff Within the EOC:

◆ Organizing staff effectively promotes:

- **Efficient tasking**
- **Proper span of control**
- **Appropriate lines of authority**

◆ Recommended Hierarchy:

- **Section**
- **Branch**
- **Group**
- **Unit**





Organizing Functions in the EOC:

Alternative -A-

Operations Section

Fire & Rescue

Suppression

EMS

HazMat

USAR

Alternative -B-

Operations Section

Fire & Rescue Branch

EMS Branch

HazMat Branch

USAR Branch

Alternative -C-

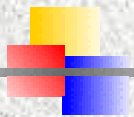
Operations Section

Fire & Rescue Branch

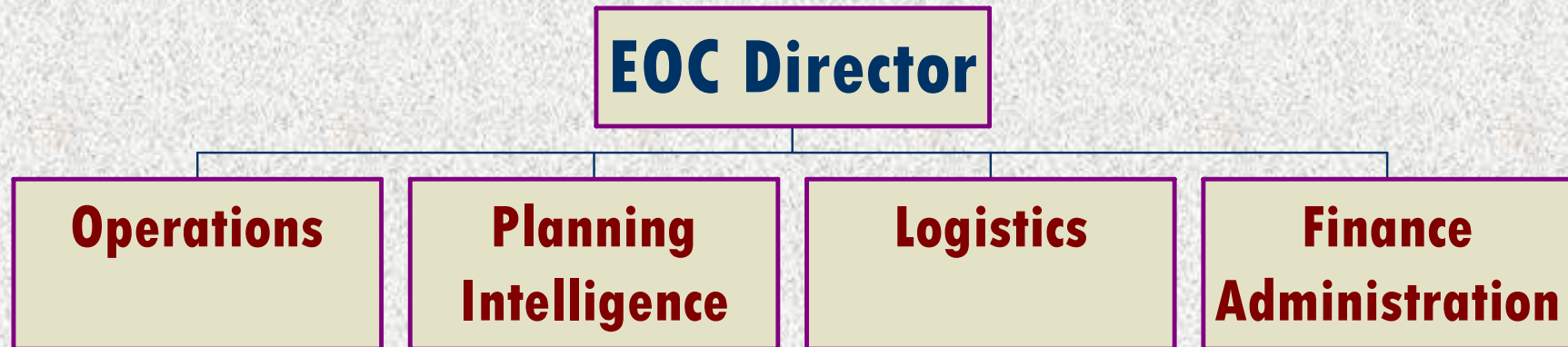
EMS

USAR

HazMat Branch



Small Local Government EOC: VS. Large Local Government EOC:



**REFER TO PARTICIPANT
MANUAL ...Pages 33 & 34.**



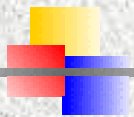
EOC Staffing Progression:

◆ Activation / Initial Operations Period:

- **EOC Director, Section Coordinators as needed**
- **Information gathering**
- **Further determination of staffing needs**
- **Initial support to field elements**

◆ Second Operations Period:

- **Additional Management Staff as needed**
- **Branches / Units established in Operations, Planning Intelligence and Logistics**
- **Cost / Time-keeping Units established in Finance Administration**





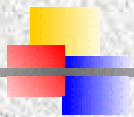
EOC Staffing Progression:

◆ Sustained Operations:

- **All SEMS Functions** staffed as required
- **Relief schedules** maintained

◆ Demobilization:

- **Determined by field support needs**
- **“Response Operations” diminish**
- **“Recovery Operations” intensifies**
- **Finance Administration function enlarges and intensifies**

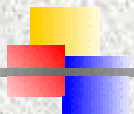




Role of the EOC Director



- ◆ **Overall responsibility for accomplishing EOC mission**
- ◆ **Overall authority to manage emergency response**
- ◆ **Is accountable to policy executives**





Role of the General Staff (Section Coordinators):



- ◆ **Provide direct oversight for all section staff**
- ◆ **Responsible for completing Action Plan goals and objectives**
- ◆ **Must promote inter-agency coordination**



Inter-agency Coordination Means Working Together To:

- ◆ **Establish response priorities**
- ◆ **Facilitate effective communication**
- ◆ **Allocate resources**
- ◆ **Develop strategies**
- ◆ **Share information**





Special District EOC



- ◆ **Special Districts are defined as “local governments” in SEMS**
- ◆ **Priority is to restore Special District services or operations to normal**
- ◆ **Coordinates with other local government EOCS**



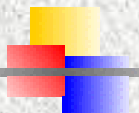
Special District Coordination:

◆ Special District Serves #1 Jurisdiction:

- **Special District provides an agency representative in the jurisdiction's EOC**

◆ Special District Serves Multiple Jurisdictions:

- **Special District provides agency representatives to each jurisdiction, or...**
- **Provides one agency representative at the Operational Area EOC**





Other Ways To Coordinate With Special Districts?

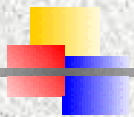
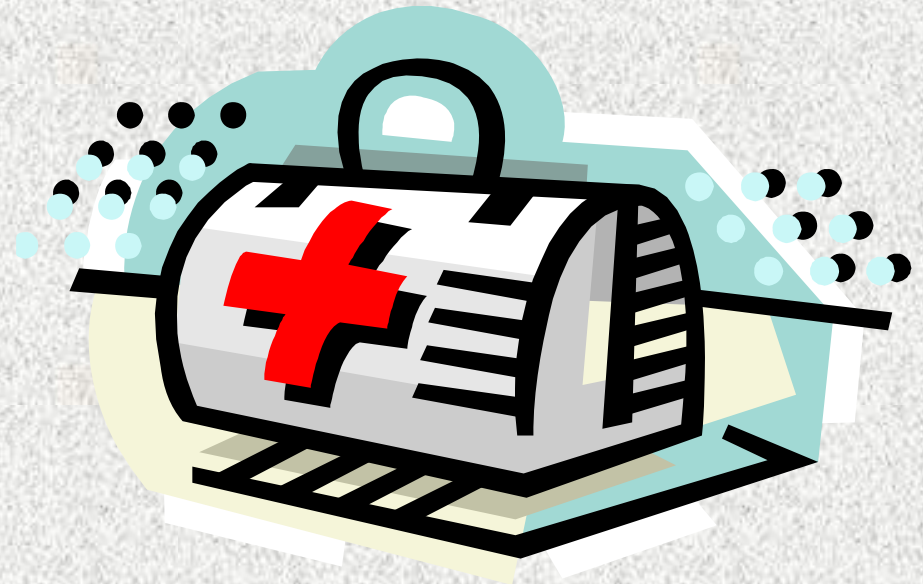


- ◆ **How does your jurisdiction or district promote and maintain inter-agency coordination?**



Coordinating with Community-Based Organizations

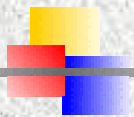
- ◆ **Organizations that have a key role in response operations should be represented in the Local Government EOC**
- ◆ **If the organization serves the entire county, they should be represented at the Operational Area EOC**





Mutual Aid Systems in the EOC:

- ◆ **Mutual Aid Systems may be coordinated at the EOC**
- ◆ **If not coordinated at the EOC, mutual aid status and information should be available through Branch Coordinators in Operations**
- ◆ **Resources not available through mutual aid channels may be ordered through the EOC Logistics Section**



Coordination Between SEMS Levels is Essential:

State (SOC) Level



Region (REOC) Level



Operational Area Level (EOC)

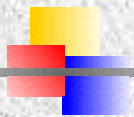


Local Government Level (EOC)



Field Level (ICS)

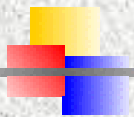
- ◆ **For Effective Response**
- ◆ **For Rapid Mobilization**
- ◆ **To Effectively Allocate Resources**





EOC Coordination with Field Incident Commands:

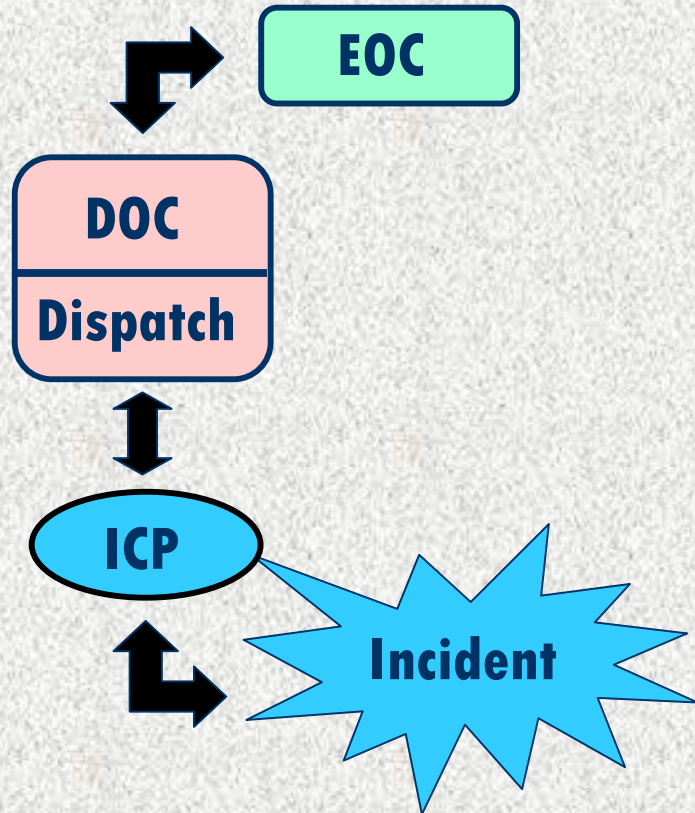
- ◆ **When Local Government EOCS are activated, communication and coordination with the field must be established and maintained**
- ◆ **Policy authority remains at the EOC**
- ◆ **Authority to implement agency policy can be delegated to Incident Commanders in the field**



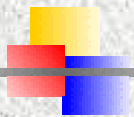
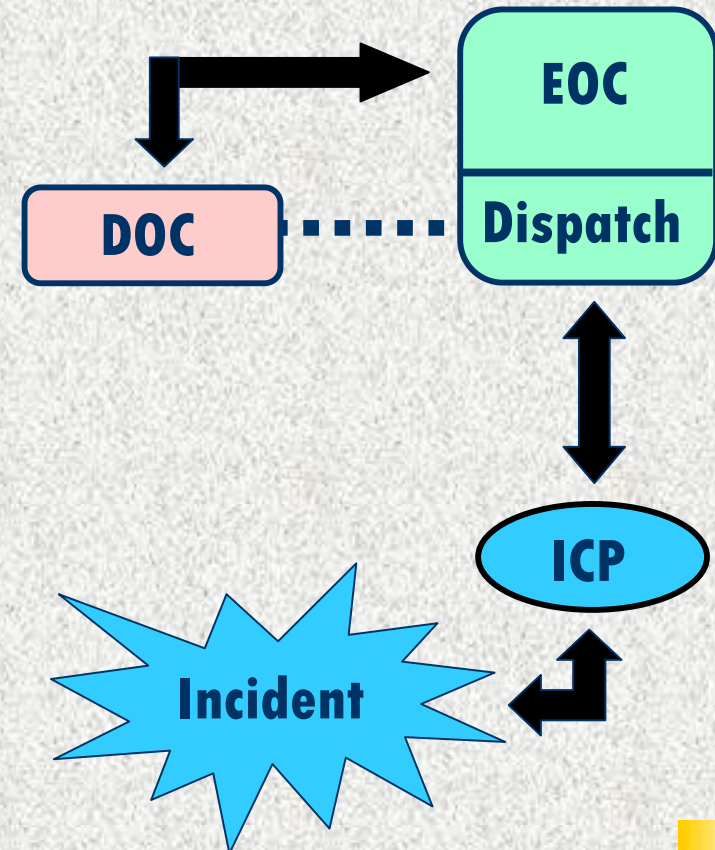


Single Discipline / Jurisdiction Linkages; EOC to Field:

EXAMPLE -A-



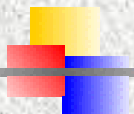
EXAMPLE -B-





EOC Coordination with Unified Commands:

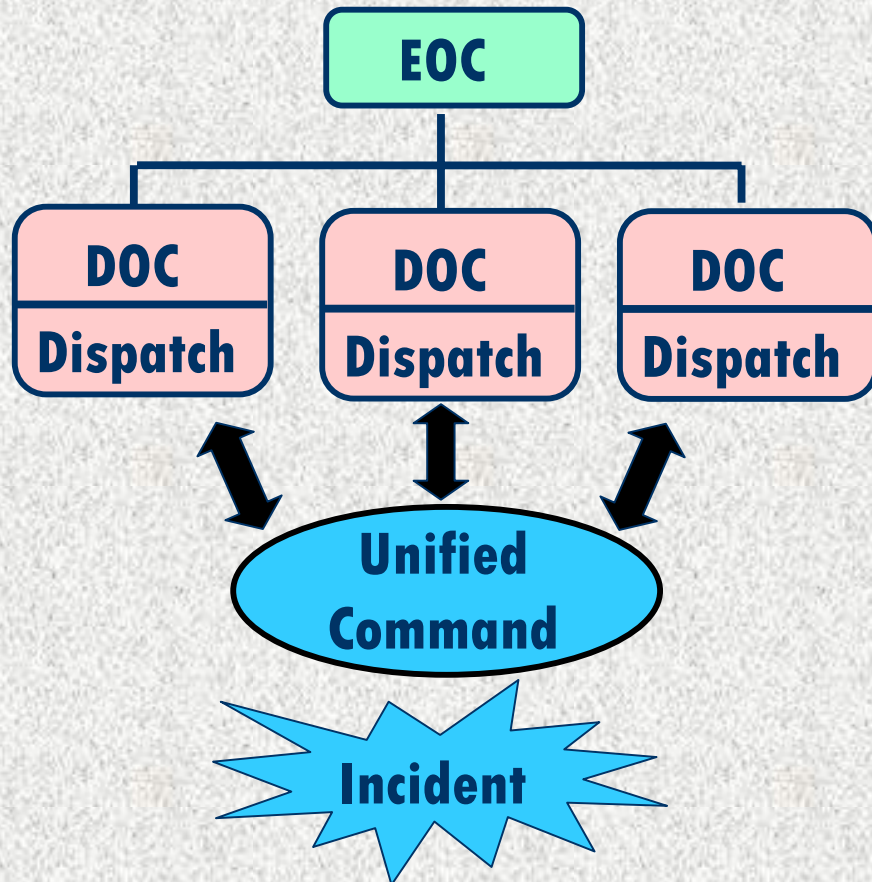
- ◆ **Involved agencies form a Unified Command**
- ◆ **Operate from a single command post**
- ◆ **Utilize a single Incident Action Plan (common strategic objectives)**
- ◆ **Typically have a single Operations Chief**



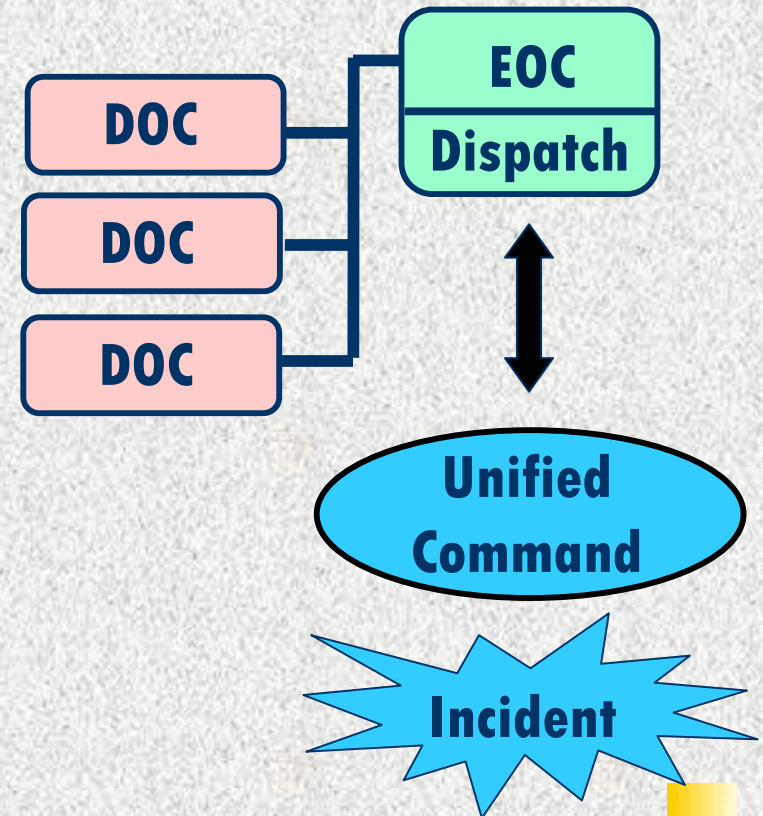


Multiple Disciplines / Unified Command Linkages with the EOC:

EXAMPLE -A-

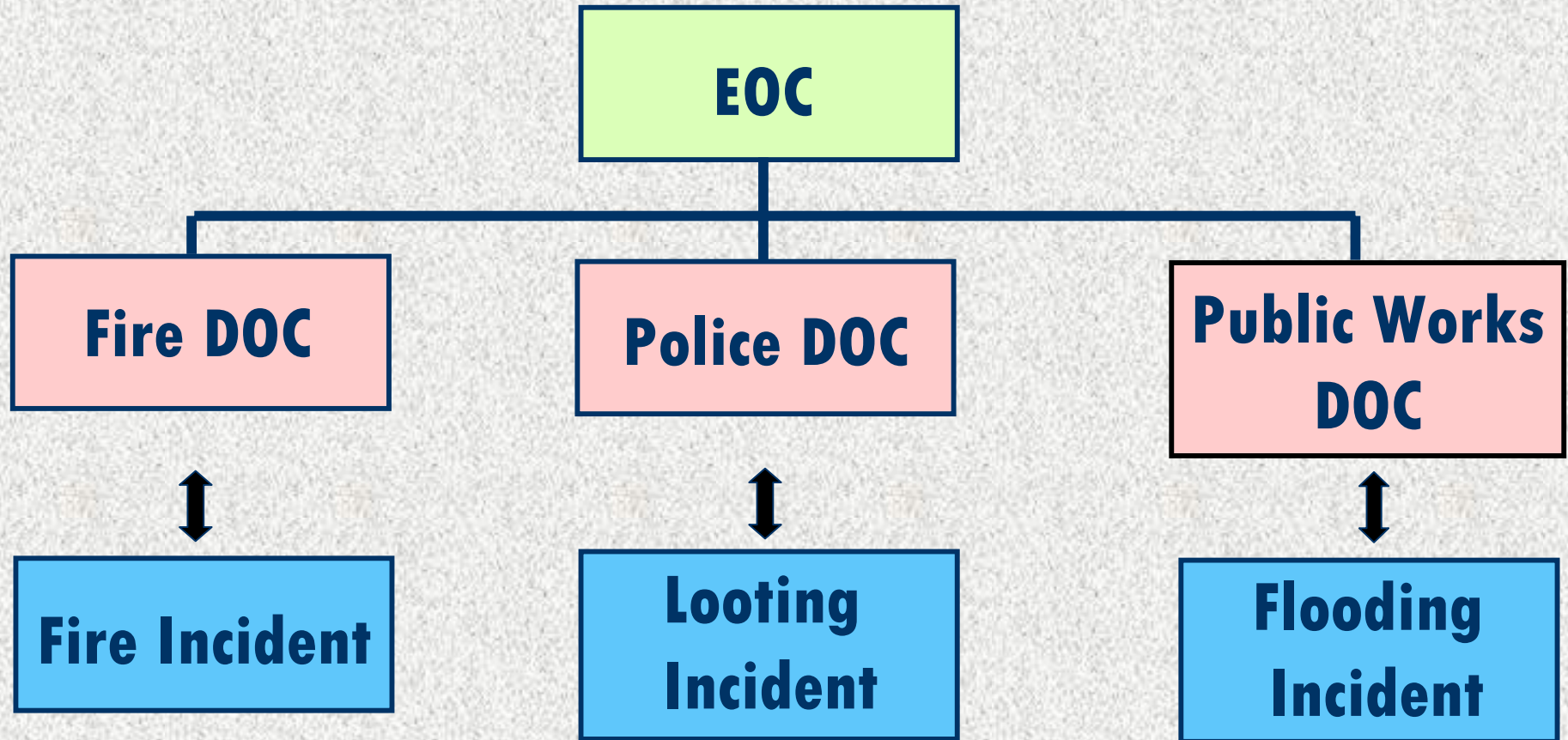


EXAMPLE -B-



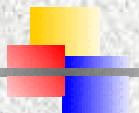
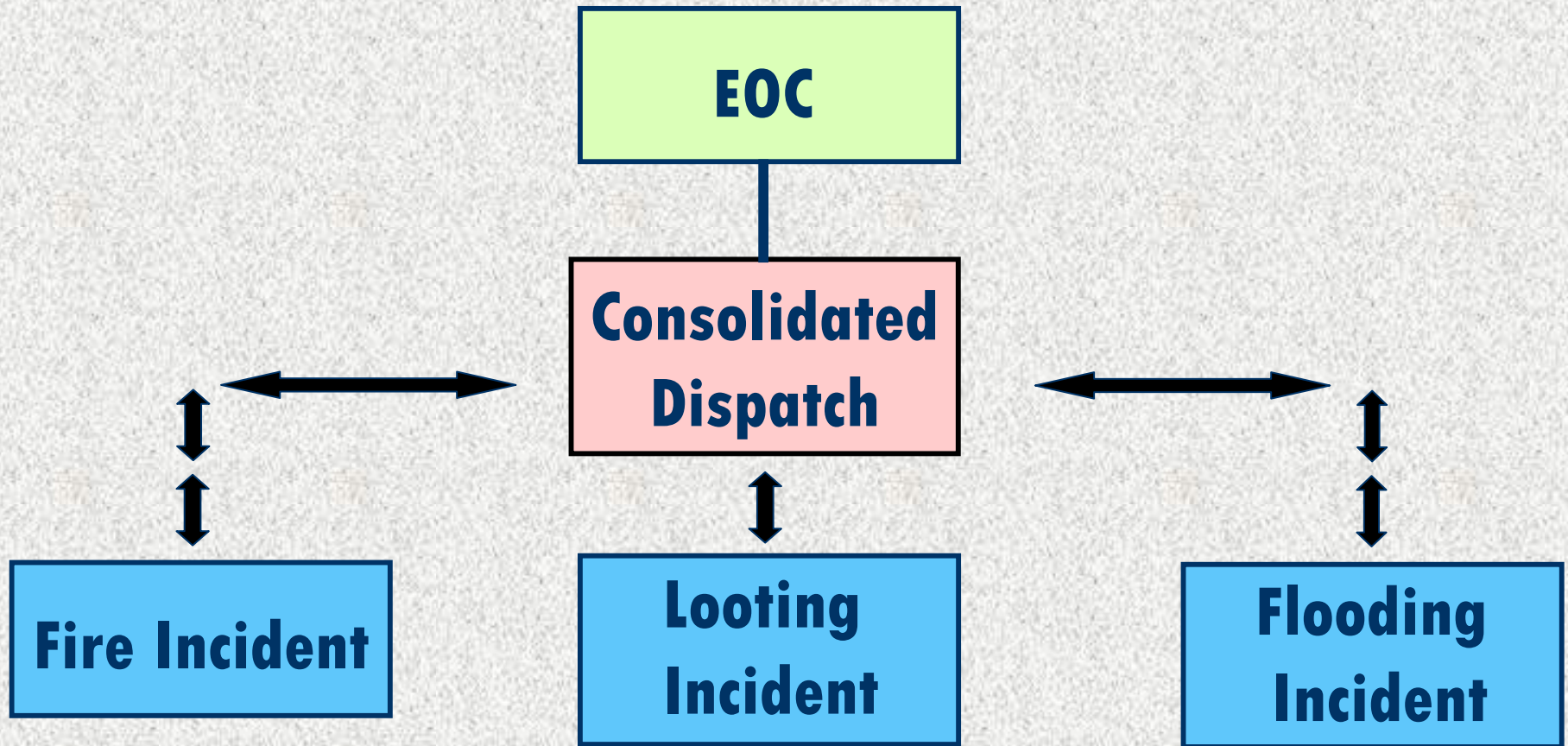


Multiple Incidents/ Single Jurisdiction





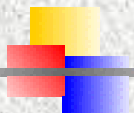
Multiple Incidents/ Single Jurisdiction:





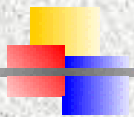
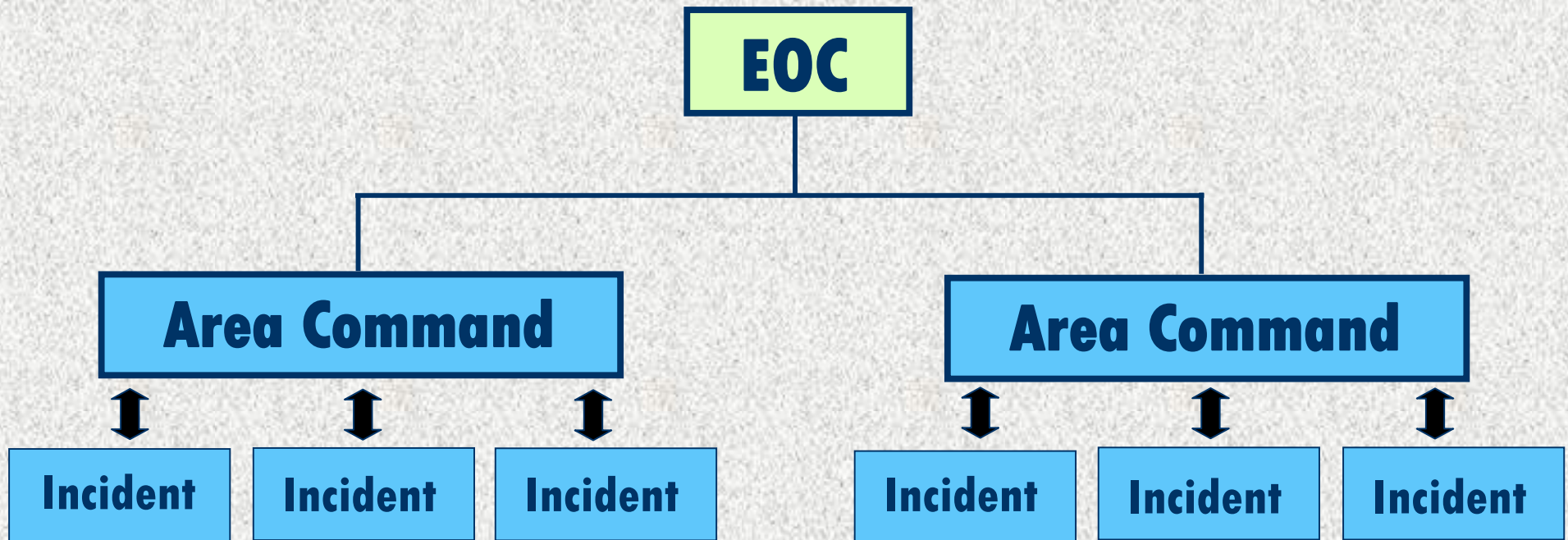
EOC and Area Command:

- ◆ **Area Command can provide oversight for multiple incidents being managed by individual Incident Command organizations.**
- ◆ **This generally occurs in larger jurisdictions where span of control and resource management can be problematic**
- ◆ **Area Command does not replace the EOC**
- ◆ **The EOC retains policy authority**





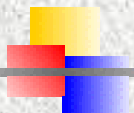
EOC / Area Command Relationship





What Happens When More Than One Jurisdiction is Involved?

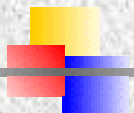
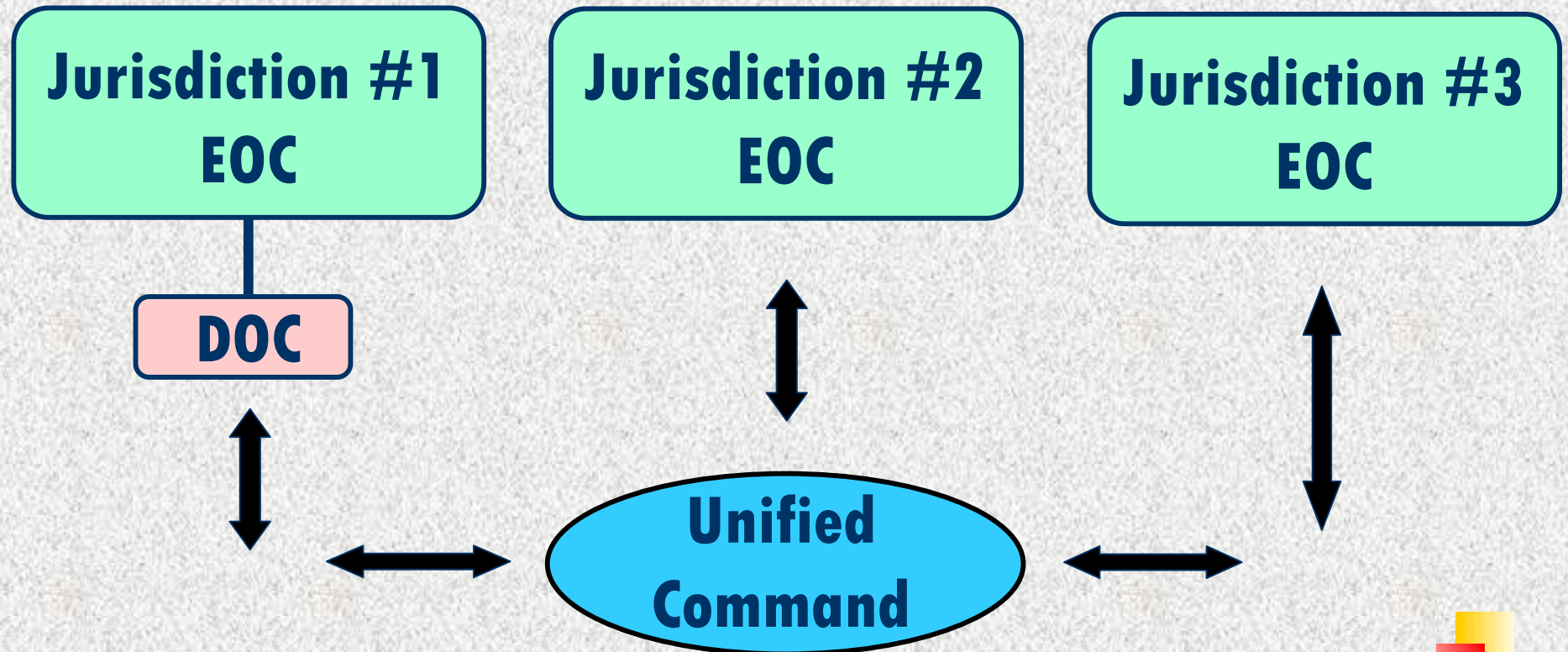
- ◆ It is recommended that multiple jurisdictions responding to the same incident form a Unified Command or Unified Area Command
- ◆ **Unified Command facilitates inter-agency coordination at the field level**
- ◆ **Jurisdictions must coordinate directly with their respective EOCS**





Multiple Jurisdiction Incident Response and the EOC

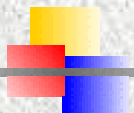
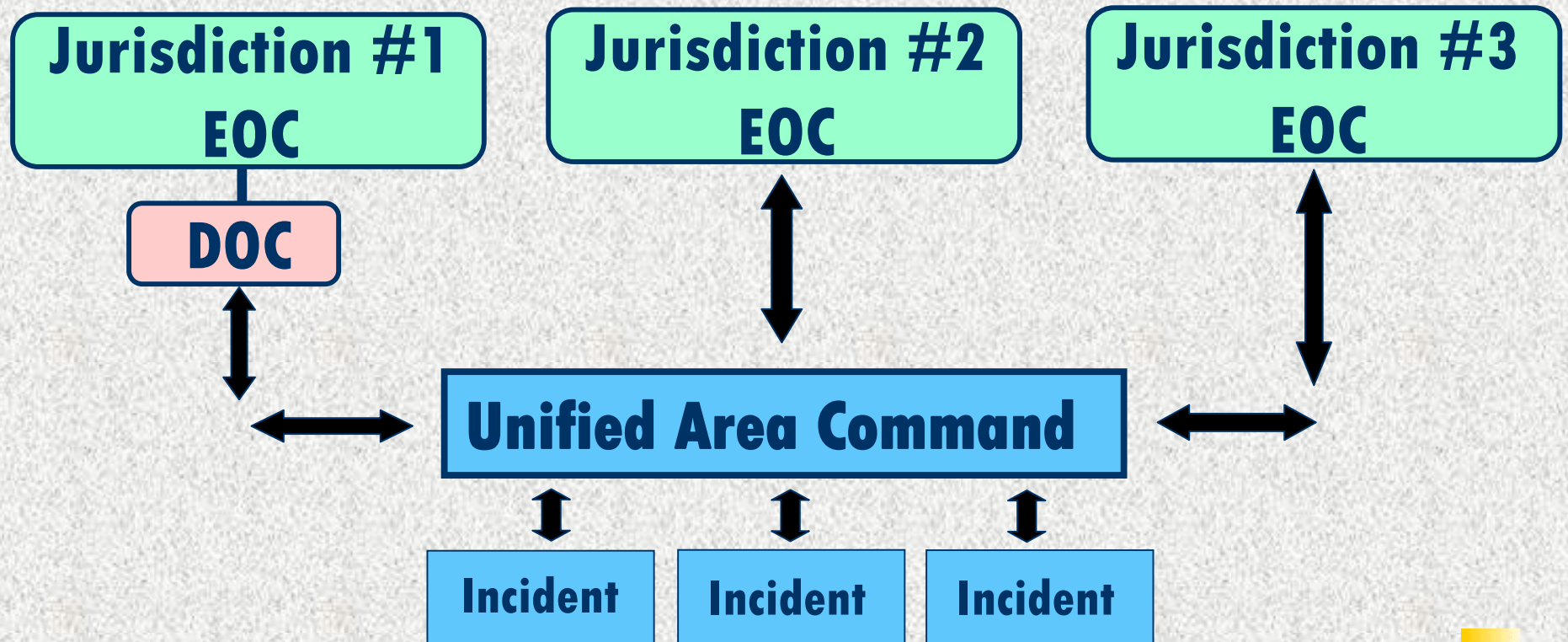
Unified Command:





Multiple Jurisdiction Incident Response and the EOC

Unified Area Command:

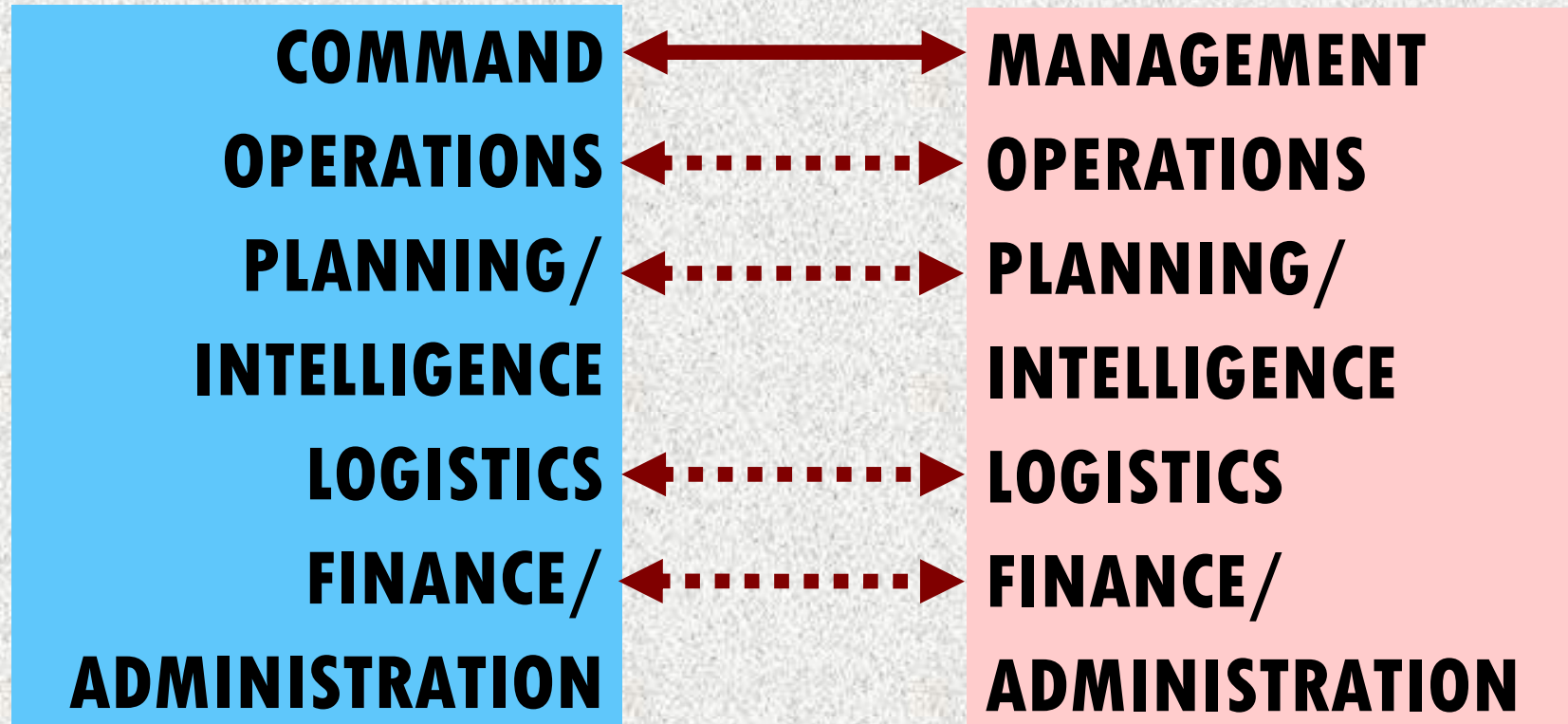


Interaction Between Levels and Functions:

FIELD

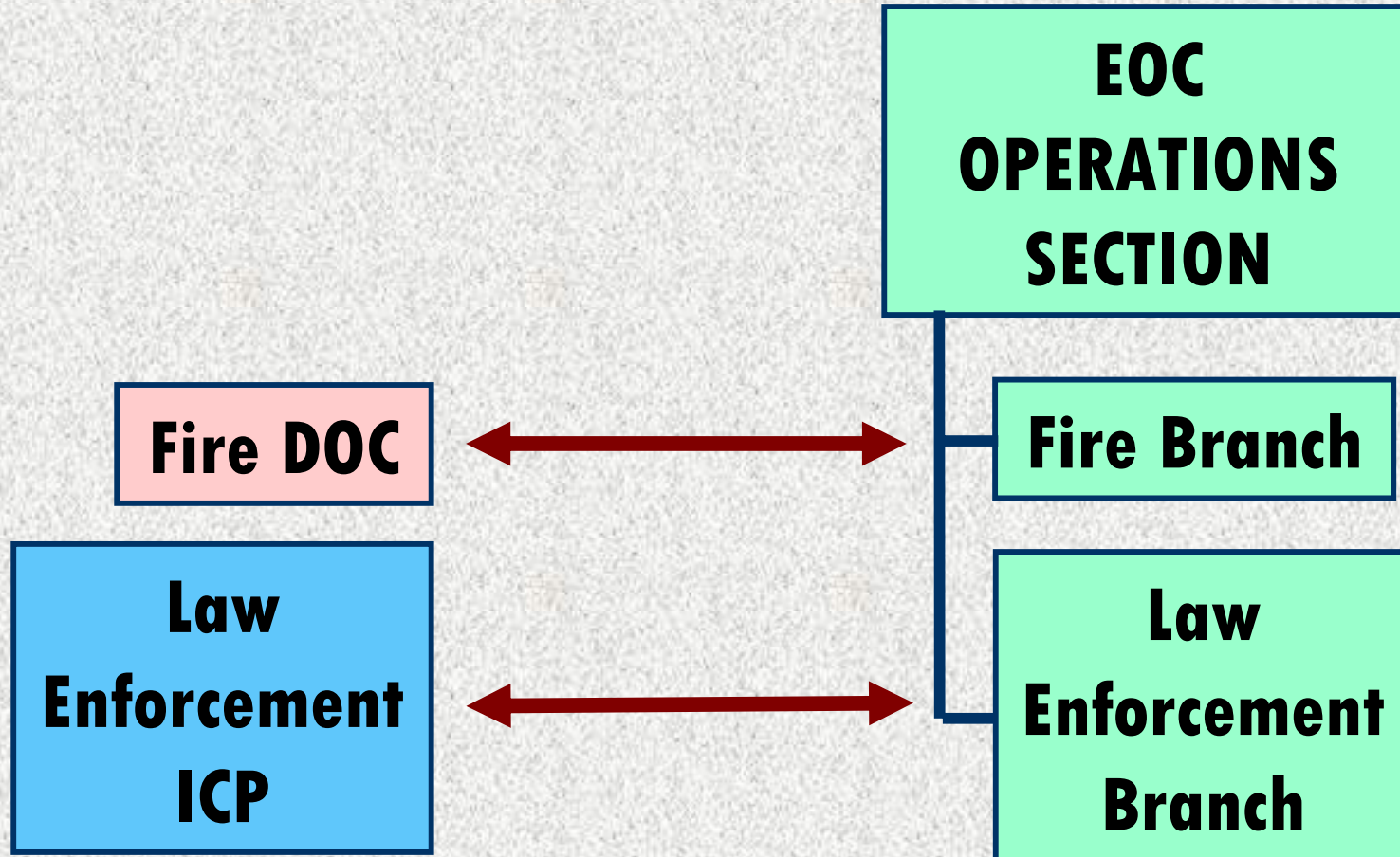
To

DOC



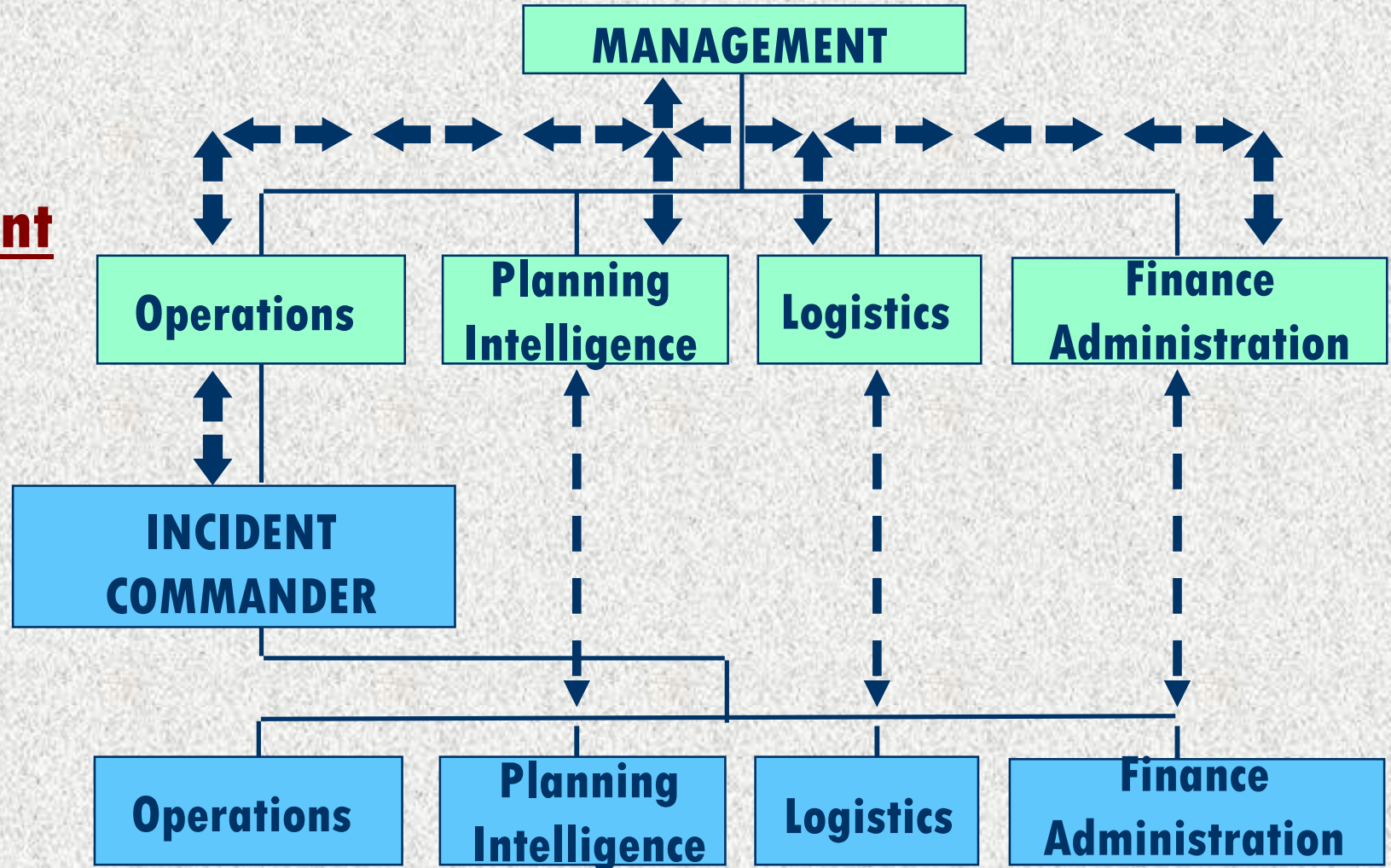


Organizational Interaction:

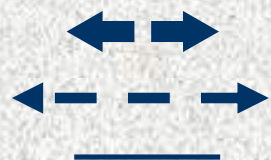


ICS - Local EOC: Functional Interaction:

Local
Government
EOC



Incident



Primary Field-EOC Coordination and Information Flow
Lines of secondary communication and coordination
Lines of Management Authority

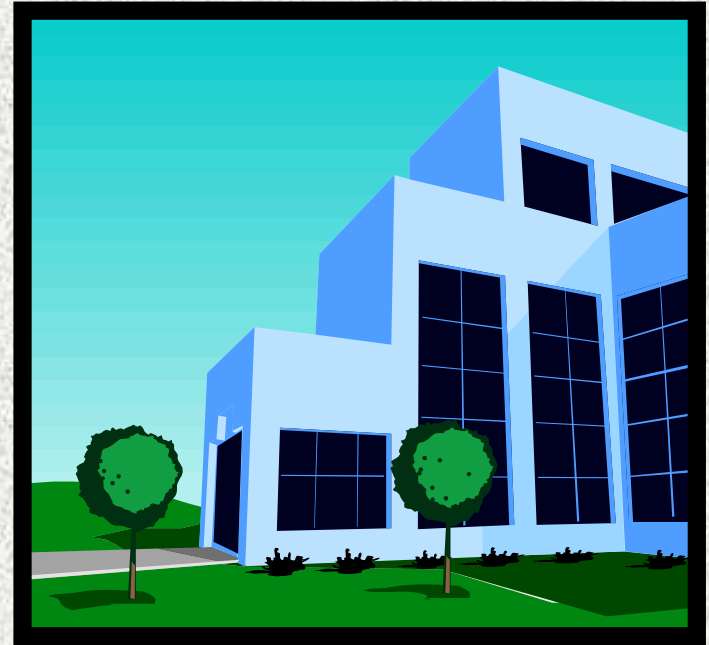


Section Two:

Operational Area EOC:

◆ Operational Areas are:

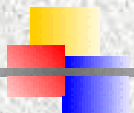
- **Counties**
- **All Political
Subdivisions
within the County**





Operational Area EOCS:

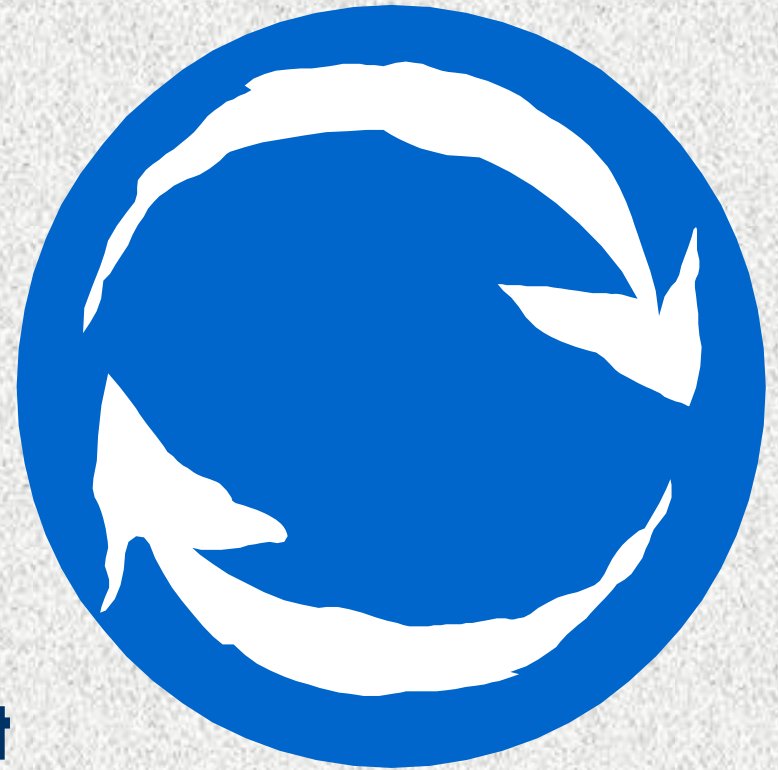
- ◆ **Must use all SEMS Functions as needed**
- ◆ **Must comply with SEMS Regulations**
- ◆ **Must use existing fire and law enforcement mutual aid systems**
- ◆ **Must practice inter-agency coordination**
- ◆ **Must establish communication with Local Government EOCS when activated.**





What Does The Operational Area EOC Do?

- ◆ Promotes centralized emergency management!
- ◆ Facilitates inter-agency coordination among all local governments in the Operational Area
- ◆ Link between Local Government and the OES Region



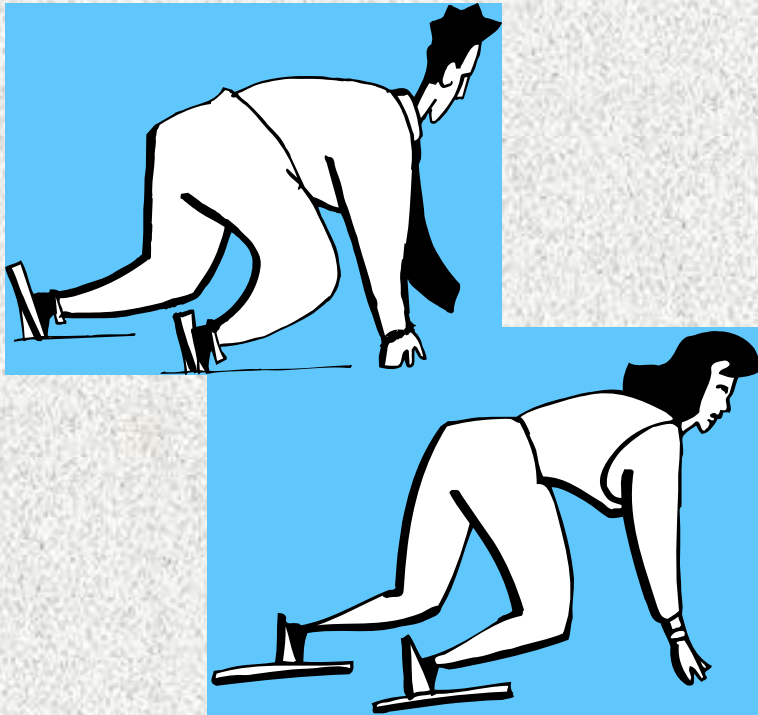
The Operational Area Must Also:



- ◆ **Organize and maintain the Operational Area**
- ◆ **Assume the responsibility as the lead agency**
- ◆ **Activate the Operational Area as required**



Activation Criteria:



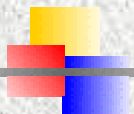
- ◆ **Local Government EOC is activated & requests Op Area activation**
- ◆ **2 or more cities have proclaimed a local emergency**
- ◆ **County and at least 1 other city has proclaimed**



More Criteria:

- ◆ **A Governor's Proclamation has been requested**
- ◆ **A Gubernatorial Proclamation is obtained for the county or 2 or more cities**
- ◆ **Operational Area requests resources from outside its boundaries**
- ◆ **Operational Area receives resource requests from outside its boundaries ****

****Exception: *Resources are processed through Mutual Aid Systems***





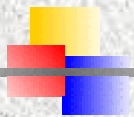
5 SEMS Functions in the Operational Area EOC

◆ **Management:**

- **Overall Policy Coordination**

◆ **Operations:**

- **Support Local Govt. Response**
- **Facilitate Inter-agency Coordination**
- **Implement EOC Action Plan**





5 SEMS Functions (Continued):

◆ Planning Intelligence:

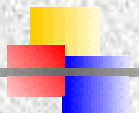
- **Collect, analyze, disseminate information**
- **Develop the EOC Action Plan**

◆ Logistics:

- **Resource Support**

◆ Finance Administration:

- **Fiscal Tracking**



Who Staffs the Operational Area EOC?



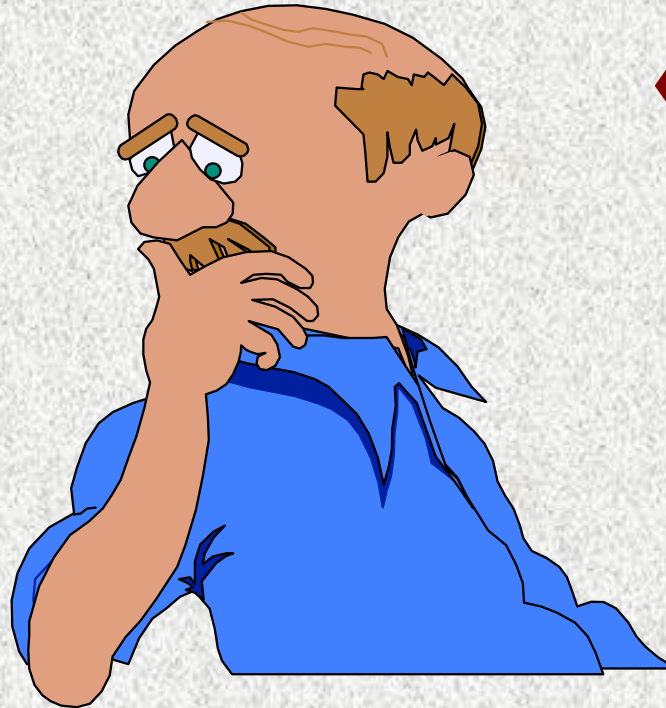
- ◆ **Lead Agency Staff for Each SEMS Function**
- ◆ **Agency Representatives**
- ◆ **OES Region Field Reps**
- ◆ **Mutual Aid Coordinators**
- ◆ **Others as needed**



Standard Terms and Definitions

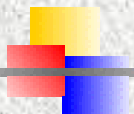
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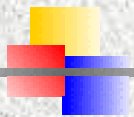
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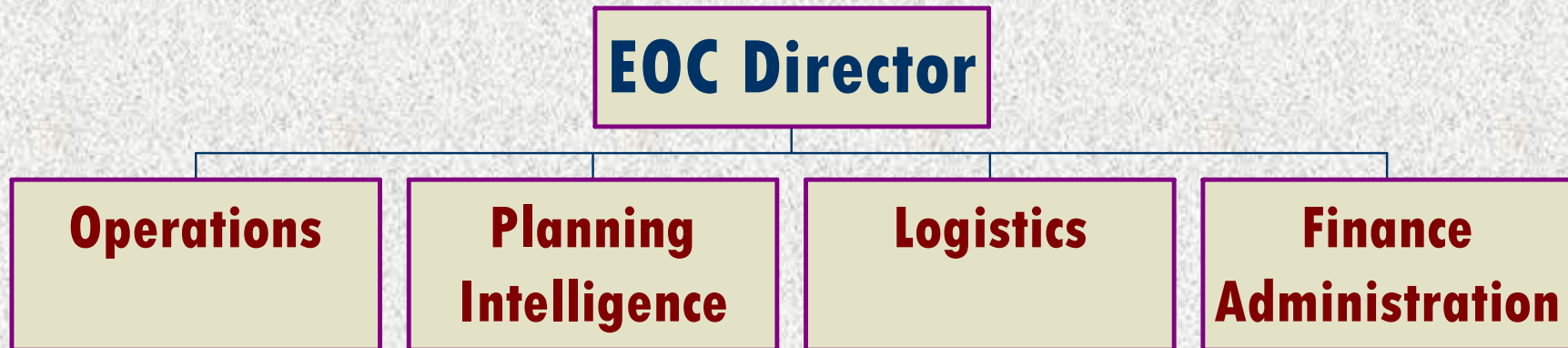
◆ Recommended Hierarchy:

- **Section**
- **Branch**
- **Group**
- **Unit**

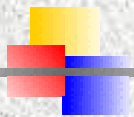





Operational Area EOC SEMS Organization Chart:



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Role of the General Staff **(EOC Director and Section Coordinators):**

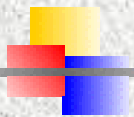


- ◆ **Provide direct oversight for all SEMS Functions**
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Mutual Aid Systems in the EOC:

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- ◆ **If not coordinated at the EOC, mutual aid status and information should be available through Branch Coordinators in Operations**
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Inter-agency Coordination Means Working Together To:

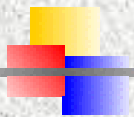
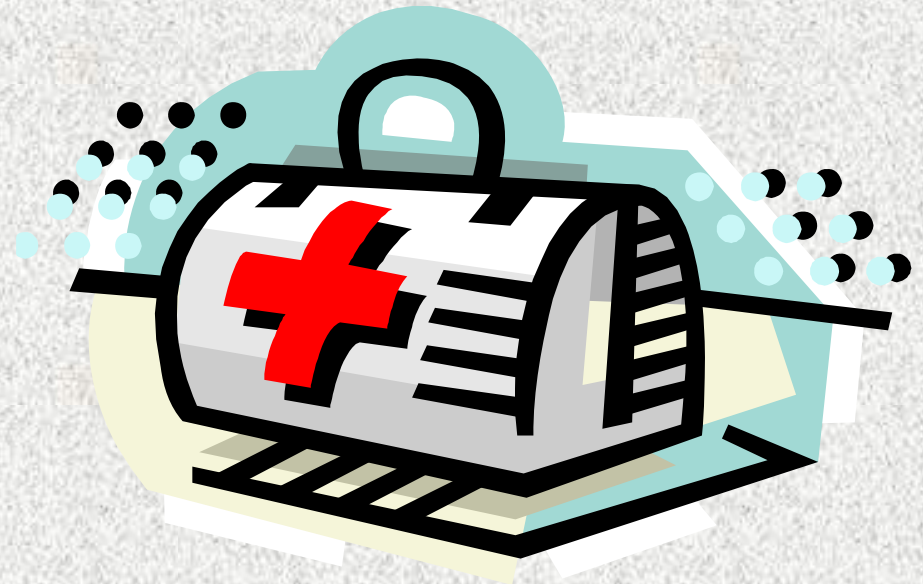
- ◆ **Establish response priorities**
- ◆ **Facilitate effective communication**
- ◆ **Allocate resources**
- ◆ **Develop strategies**
- ◆ **Share information**

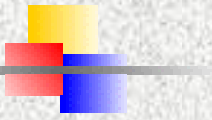




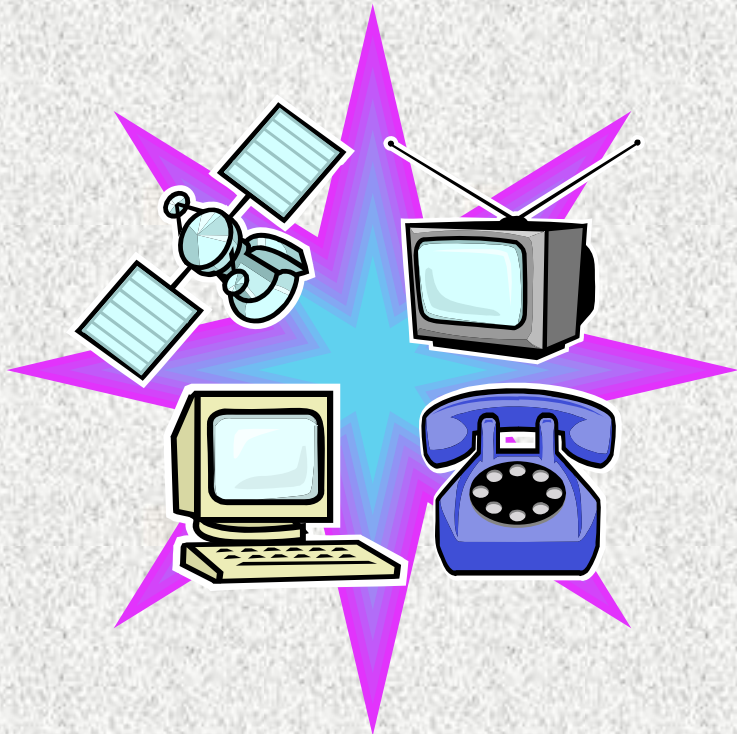
Coordinating with Community-Based Organizations

- ◆ **Organizations that have a key role in response operations should be represented in the local government EOC**
- ◆ **If the organization serves the entire county, they should be represented at the Operational Area EOC**





Response Information Management System (RIMS):

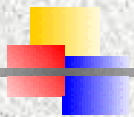
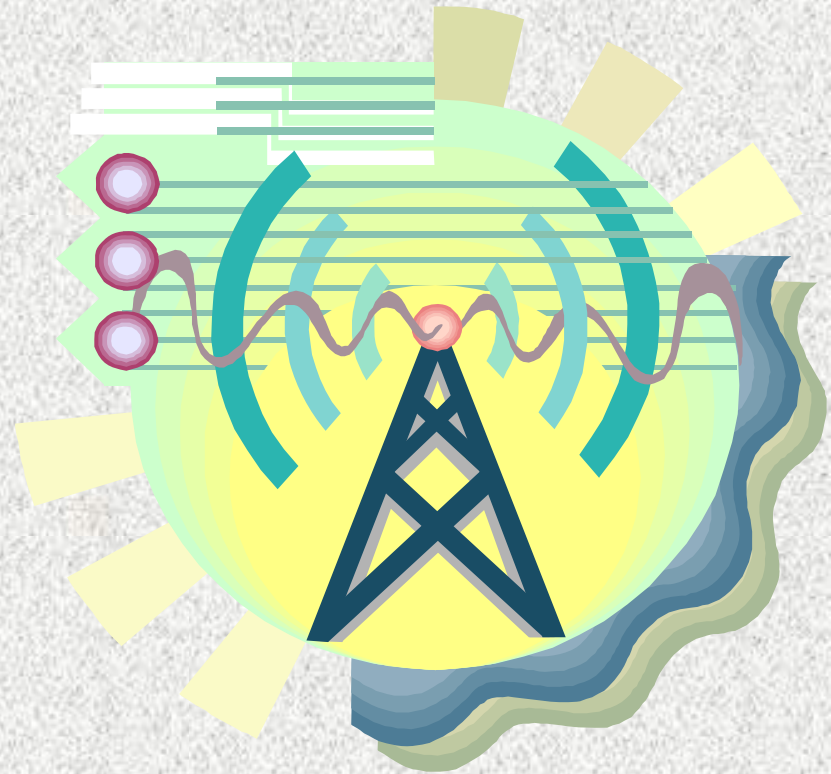


- ◆ **Information system that links all Operational Areas, OES Regions, and State OES**
- ◆ **Information sharing relative to:**
 - **Situation Reports**
 - **Resource / Mission Requests**
 - **Emergency Information**



Communicating with the Local Government EOC

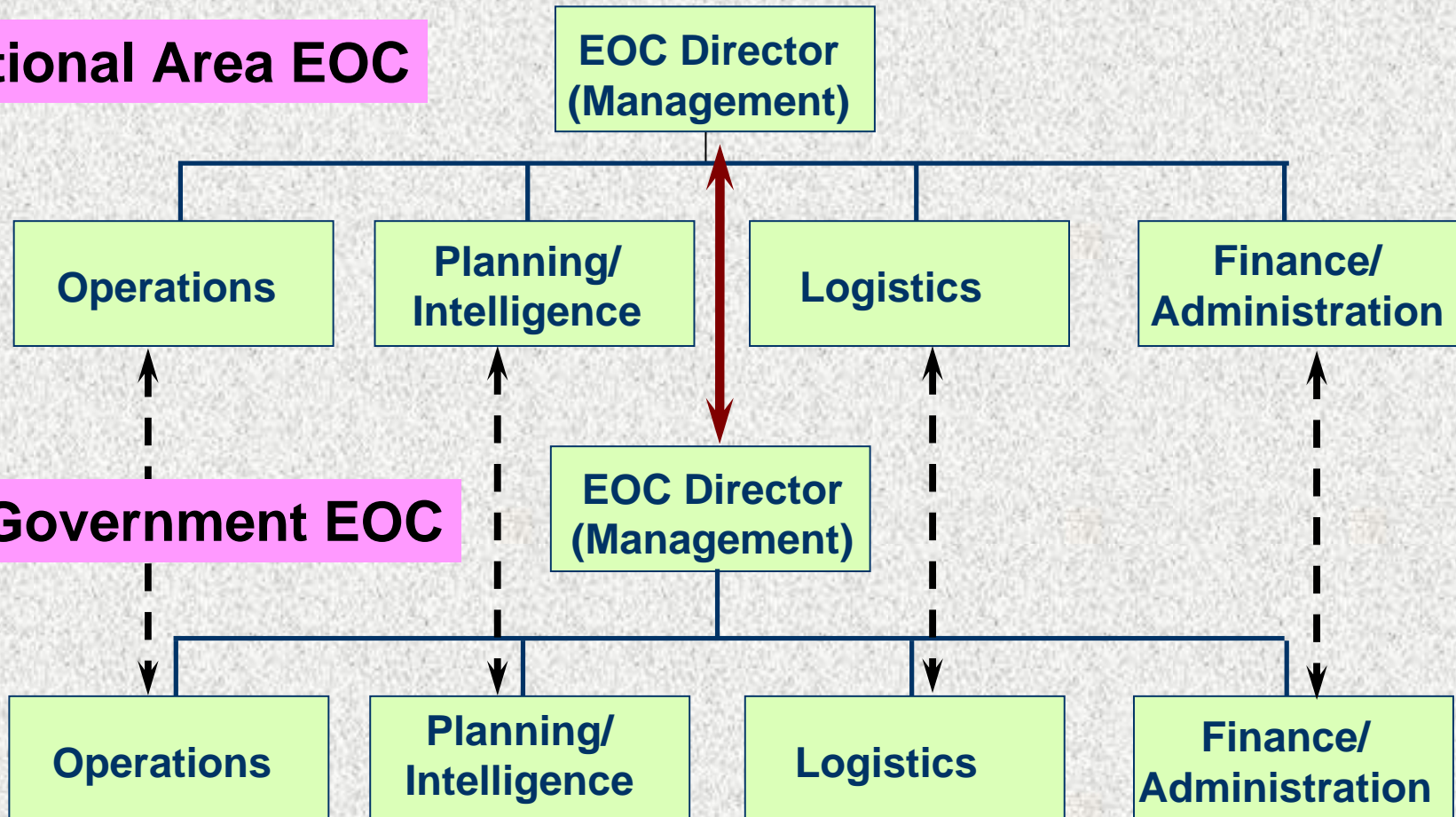
- ◆ **The Operational Area EOC must establish communication with any activated Local Government EOC**





Policy / Coordination Relationships

Operational Area EOC



Local Government EOC



Agency Representatives and Inter-agency Groups:

- ◆ **Inter-agency Groups are formed at the Operational Area as required**
- ◆ **Agency Representatives should have operational decision-making authority**
- ◆ **Agencies Represented:**
 - **County**
 - **Affected Cities**
 - **Involved Special Districts**
 - **Other organizations as required**





Special District Coordination:

◆ Special District Serves only one Jurisdiction:

- **Special District provides an agency representative in the jurisdiction's EOC**

◆ Special District Serves Multiple Jurisdictions:

- **Special District provides agency representatives to each jurisdiction, or...**
- **Provides one agency representative at the Operational Area EOC**



Other Ways To Coordinate With Special Districts?



- ◆ **How does your jurisdiction or district promote and maintain inter-agency coordination?**



Section Three:

OES Regions (REOCS)



- ◆ **OES Administrative Regions:**
 - **Southern (Los Alamitos AFRC)**
 - **Coastal (Oakland)**
 - **Inland (Mather)**

OES vs. Mutual Aid Regions:

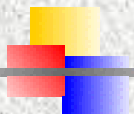


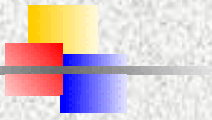
- ◆ **Six Mutual Aid Regions**
- ◆ **Map depicts OES / Mutual Aid Region Relationship and Distribution (Page 63)**



What Does The REOC Do?

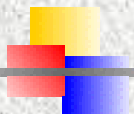
- ◆ **Coordinate and communicate with and between the State SOC and Operational Areas within the Region.**
- ◆ **Provide direct mission and resource support to Operational Areas as required.**
- ◆ **Coordinate mission requests and response activities with State Agency Department Operations Centers.**





REOC Operational Responsibilities:

- ◆ **State's Primary Link with Operational Areas**
- ◆ **Coordinate Disaster Response of State and Federal Agencies, in Support of Local Governments**
- ◆ **Provide Operational Guidance to Local Governments as Needed During the Emergency**
- ◆ **Assist Local Jurisdictions with the Recovery Process**





REOC Activation Criteria:

- ◆ **Within 1 hour of the activation of an Operational Area in the Region.**
- ◆ **At the direction of the Regional Administrator.**
- ◆ **Event occurs resulting in a local proclamation of an emergency.**





REOC Purchasing Authority:

- ◆ **SOC delegates authority to the REOC Director**
- ◆ **REOC Director provides oversight for purchasing activities assigned to Finance Administration**





Mission Numbers:

- ◆ **Authorize expenses associated with the use of State agency resources**
- ◆ **REOC Director oversees Mission Assignment / Authorization process**





Procurement Policy:

◆ Life Safety or Time Critical Situations:

- **Resources procured from the NEAREST AVAILABLE SOURCE!**

◆ Non-critical Procurement Priority:

- **Utilize State-owned resources first**
- **Donated Goods/Services**
- **Lease or purchased goods or services**





5 SEMS Functions in the REOC:

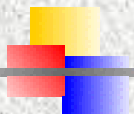
- ◆ **Management**
- ◆ **Operations**
- ◆ **Planning Intelligence**
- ◆ **Logistics**
- ◆ **Finance**
- Administration**





Management:

- ◆ **REOC Director implements OES Policy within the Region. Oversees joint efforts of all agencies at the REOC**
- ◆ **Public Information Team develops media releases in coordination with the SOC.**
- ◆ **Liaison Officer ensures adequate support for agency representatives responding to the REOC.**





Operations:

- ◆ **Coordination of branches within the Section that are activated in support of Operational Areas.**





Planning Intelligence:

- ◆ **Collects, analyzes, and disseminates information.**
- ◆ **Develops REOC Action Plan with other Sections.**
- ◆ **Develops Situation Reports.**
- ◆ **Documentation**

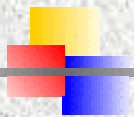
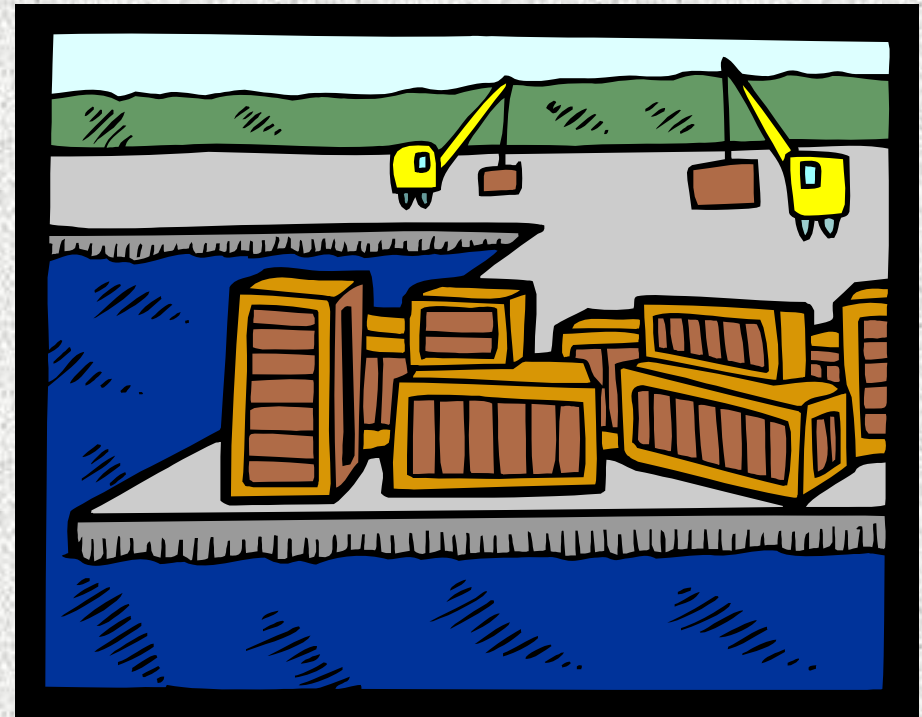




Logistics:

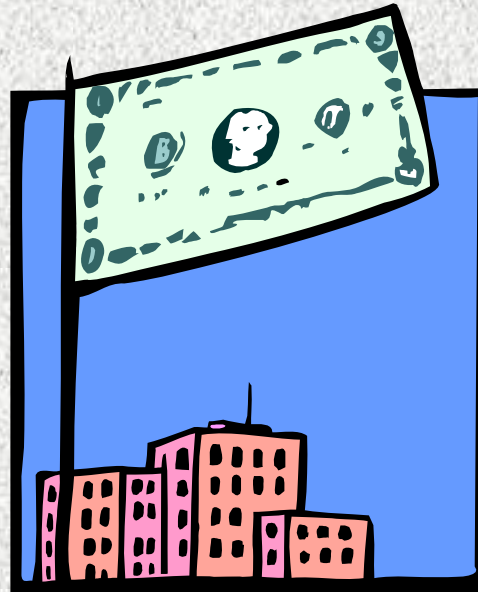
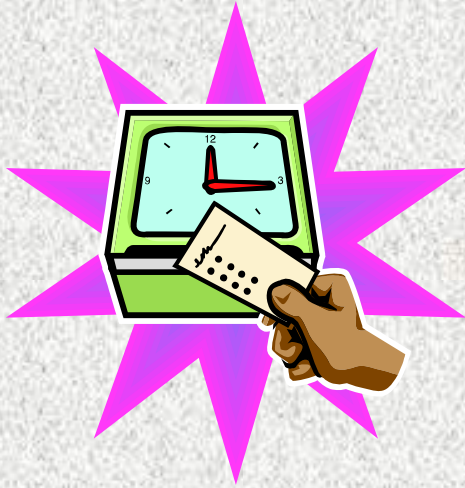
◆ **Procures / Provides:**

- **Facilities**
- **Services**
- **Personnel**
- **Equipment / Supplies**





Finance Administration:



- ◆ **Purchasing**
- ◆ **Cost Accounting**
- ◆ **Time**
- ◆ **Compensation & Claims**
- ◆ **DSR Record-keeping**

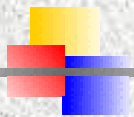


REOC

SEMS Organization Chart:



**REFER TO PARTICIPANT
MANUAL ...Page #70**





Levels of Activation:

- ◆ **Activate what is needed, but remember...**
- ◆ **If position is not activated, responsibility to “get the job done” rests with the next position above in the organization**

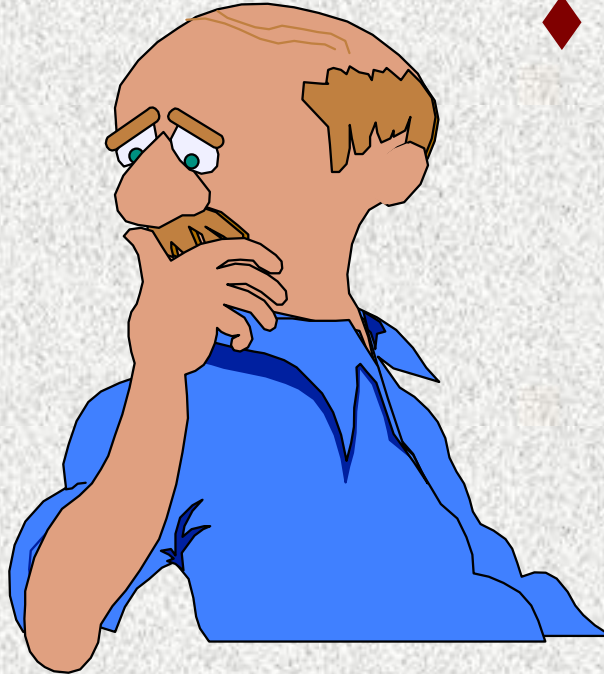




Standard Terms and Definitions

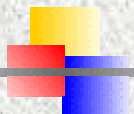
◆ What are:

- Sections?
- Branches?
- Groups?
- Units?



◆ Define:

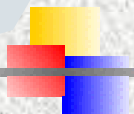
- REOC Director?
- Section Coordinator?
- Branch, Group, Unit Coordinator?





Staffing Guidelines:

- ◆ **Be aware of Span of Control Issues:**
 - **1-3 ratio (Consider Consolidating Duties)**
 - **1-7 ratio (Consider Activating More Elements)**
- ◆ **One person may fill multiple positions, however...SEMS Functions should not be combined!**





Pre-designated REOC Teams:



- ◆ **May consist of the following organizations:**
 - **Primary OES Region Staff Members**
 - **Other OES Regions and Branches**
 - **Other State Agencies**
 - **Emergency Management Mutual Aid Staff (EMMA)**
 - **Emergency Hires (Generally for Recovery Activities)**

Role of the General Staff (REOC Director and Section Coordinators):



- ◆ **Provide direct oversight for all SEMS Functions**
- ◆ **Responsible for completing Action Plan goals and objectives**
- ◆ **Must promote inter-agency coordination**



Inter-agency Coordination Means Working Together To:

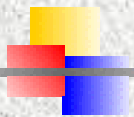
- ◆ **Establish response priorities**
- ◆ **Facilitate effective communication**
- ◆ **Allocate resources**
- ◆ **Develop strategies**
- ◆ **Share information**





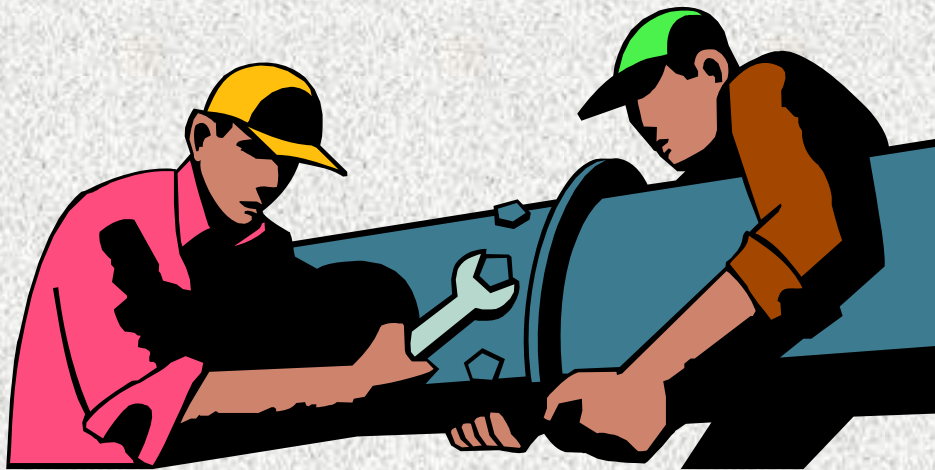
Mutual Aid Systems and the REOC:

- ◆ **Regional Mutual Aid Coordinators are not located at the REOC.**
- ◆ **Mutual Aid Coordinators share information with the REOC, through branches in Operations.**
- ◆ **Branch Coordinators at the REOC can assist with the Mutual Aid response.**
- ◆ **Open communication between REOC Director and Mutual Aid Coordinators is vital.**





Resource Requests:

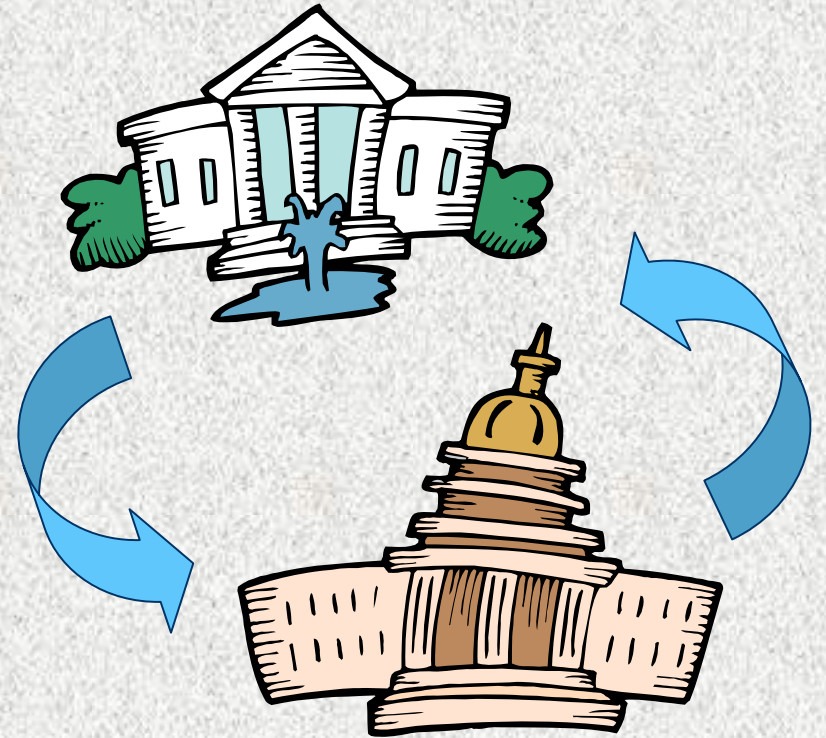


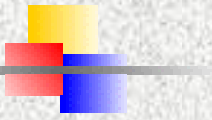
- ◆ **Is resource available within the Operational Area?**
- ◆ **Is resource available through Mutual Aid?**
- ◆ **If not, REOC Logistics can assist with procurement.**



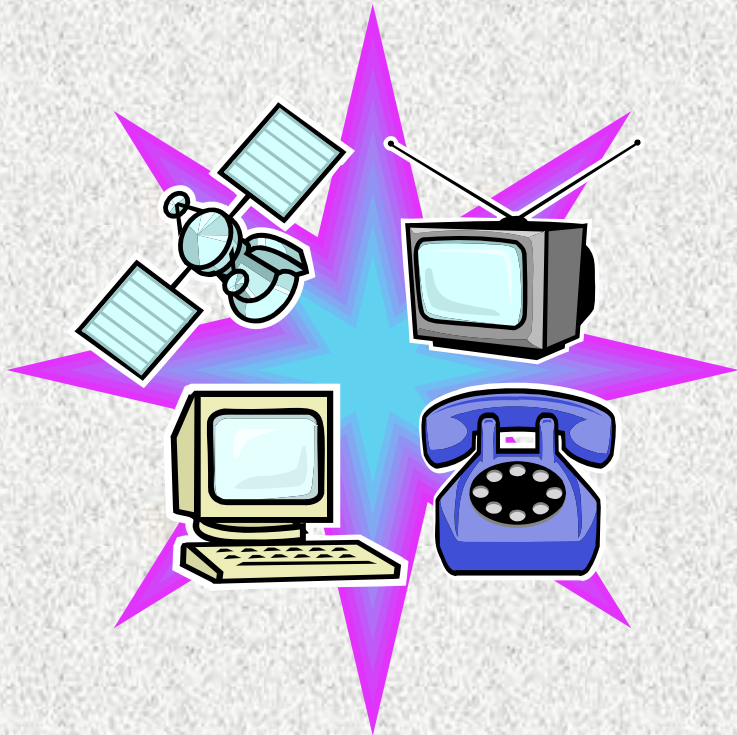
Federal / State Coordination at the REOC:

- ◆ **OES requests Federal Response Plan activation**
- ◆ **FEMA activates Emergency Support Functions (ESF'S) represented in the REOC**
- ◆ **Close coordination is essential**





Response Information Management System (RIMS):

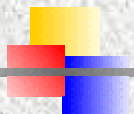


- ◆ **Primary communications link between all Operational Areas and OES REOCS**
- ◆ **Information sharing relative to:**
 - **Situation Reports**
 - **Resource / Mission Requests**
 - **Emergency Information**



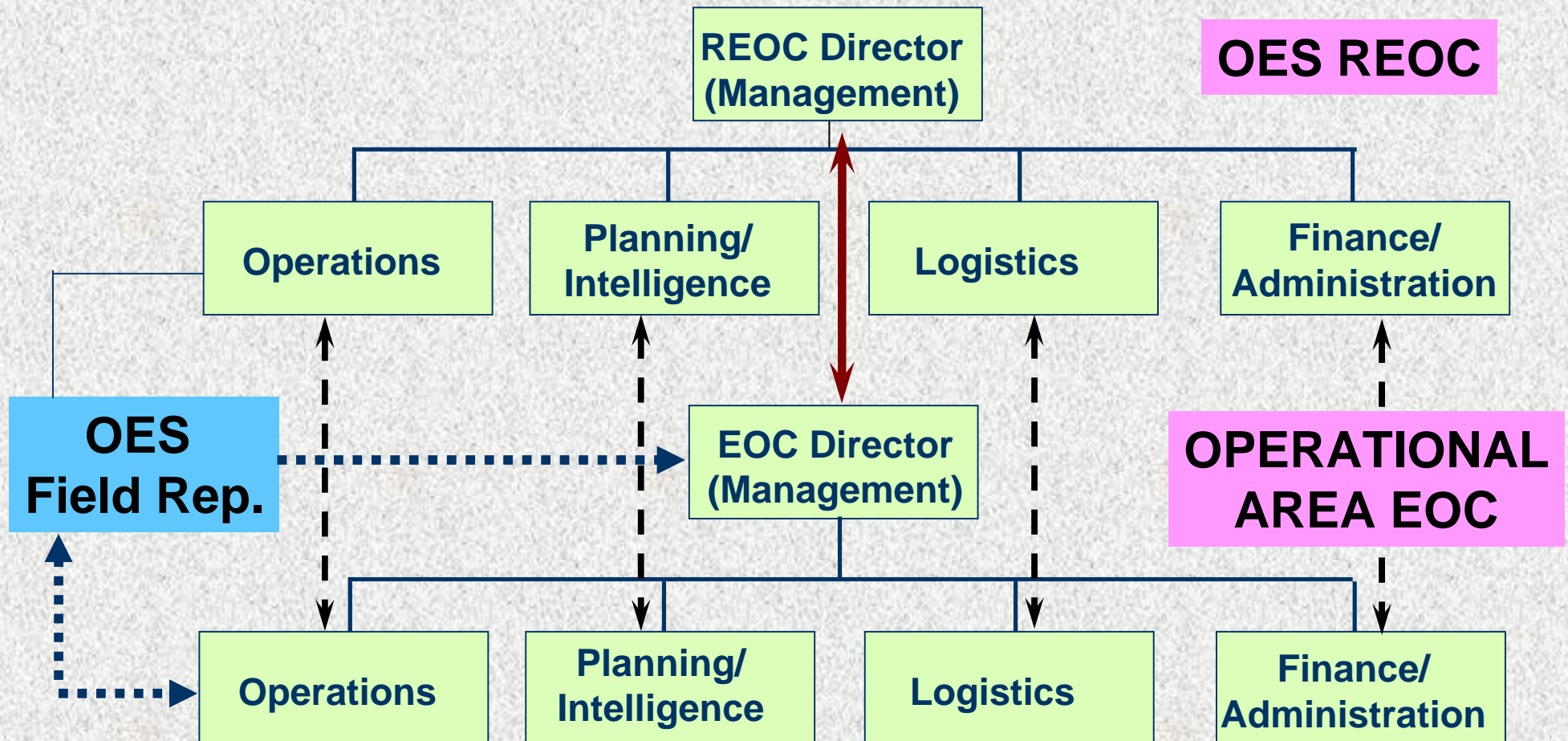
REOC / Operational Area Coordination:

- ◆ **REOC Field Representative at Operational Area EOC**
- ◆ **Operational Area Representative at the REOC**
- ◆ **Telecommunication Links**





Policy / Coordination Relationships





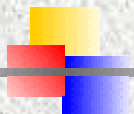
Section Four:

OES State Operations Center (SOC)



◆ OES State Operations Center:

- **3650 Schriever Avenue
Mather, CA 95655**





What is the Role of the State Operations Center?

- ◆ Overall State Coordinator for state-wide disasters *involving multiple REOC activation.*
- ◆ Mission number / purchasing responsibility *until appropriate REOCS are activated.*

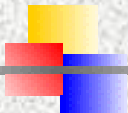




Additional Responsibility:

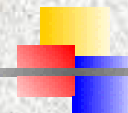
- ◆ **On-going coordination with State Agency Department Operations Centers**
- ◆ **Assists REOCS with Mutual Aid issues as required.**
- ◆ **Overall coordination with Federal agencies.**
- ◆ **Coordination of State-wide public information.**
- ◆ **Assist with State agency recovery efforts.**





SOC Activation Criteria:

- ◆ **Upon activation of any REOC.**
- ◆ **Gubernatorial Proclamation of a “State of Emergency.”**
- ◆ **Earthquake or volcanic eruption prediction.**





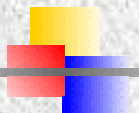
SOC Activation:

◆ **Upon Activation, the SOC establishes communication with:**

- **Activated REOCS**
- **State Agency DOCS**
- **Federal Agencies involved in the response**

◆ **SOC Activation Levels Depend on:**

- **Nature, Scope, Duration**
- **Degree of activation at Region level**
- **Degree of REOC support required**





SOC Organization:



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5 SEMS Functions in the SOC:

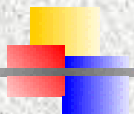
- ◆ **Management**
- ◆ **Operations**
- ◆ **Planning Intelligence**
- ◆ **Logistics**
- ◆ **Finance**
- Administration**





Management:

- ◆ **SOC Director implements policy of the OES Director**
- ◆ **SOC coordinates joint efforts of all agencies operating at the SEMS State Level.**
- ◆ **Information & Public Affairs manages State's Public Information Program**
- ◆ **Liaison Officer ensures adequate support for agency representatives responding to the SOC.**



Operations:

- ◆ **Coordination of branches within the Section that are activated in support of the REOCS.**





Planning Intelligence:

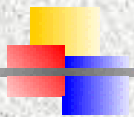
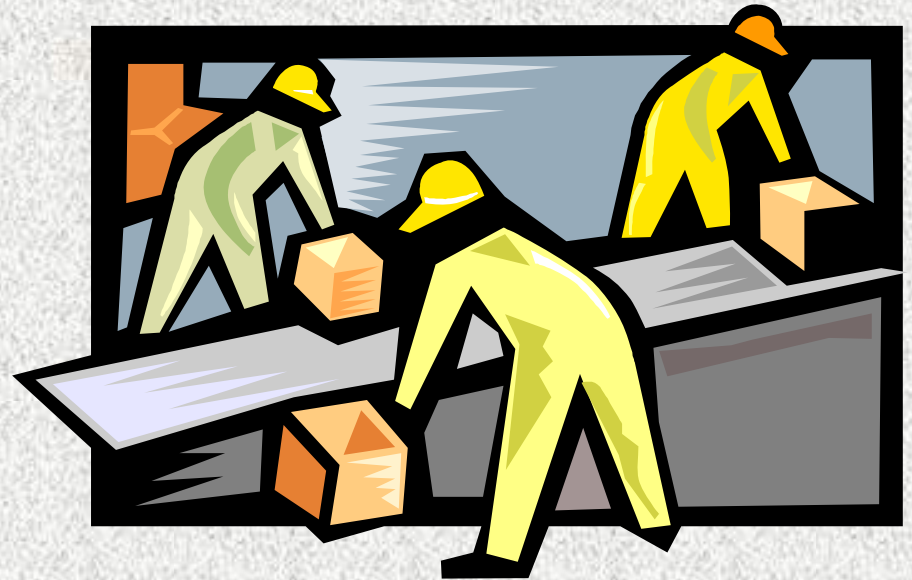
- ◆ **Collects, analyzes, and disseminates information.**
- ◆ **Develops SOC Action Plan.**
- ◆ **Develops Situation Reports.**
- ◆ **Documentation**





Logistics:

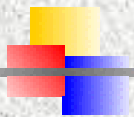
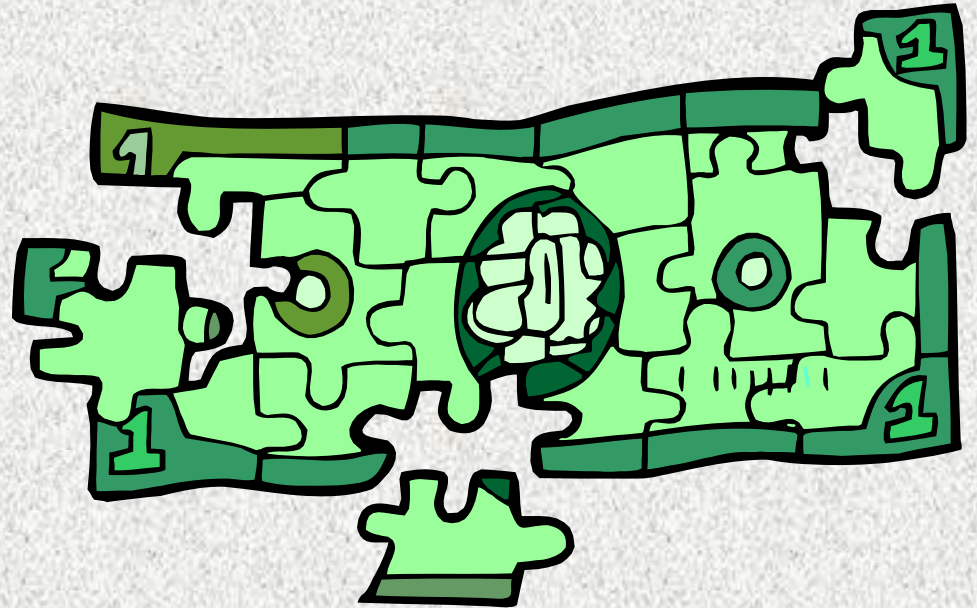
- ◆ **Provides logistical support to the REOCS**
- ◆ **Supports facility, personnel, and other logistical needs of the SOC**





Finance Administration:

- ◆ **Performs State-level fiscal tracking, purchasing, and other budgetary and accounting activity.**

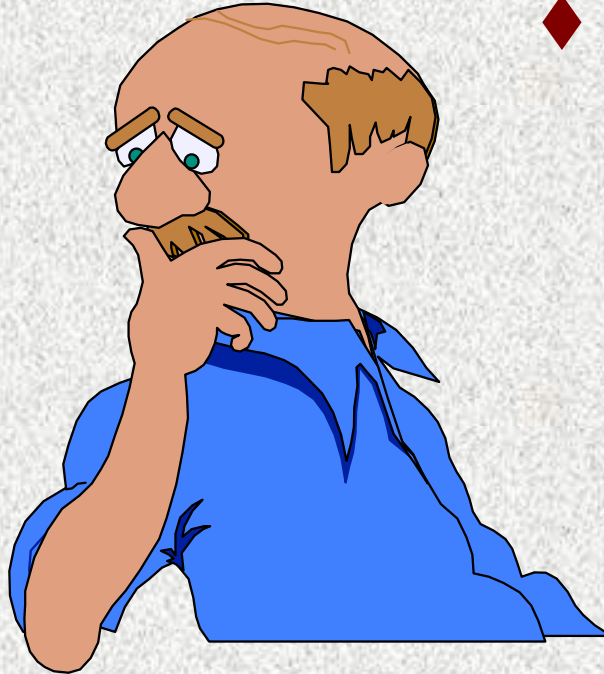




Standard Terms and Definitions

◆ What are:

- Sections?
- Branches?
- Groups?
- Units?



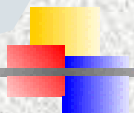
◆ Define:

- SOC Director?
- Section Coordinator?
- Branch, Group, Unit Coordinator?



Staffing Guidelines:

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- ◆ **One person may fill multiple positions, however...SEMS Functions should not be combined!**





Levels of Activation:

- ◆ **Activate what is needed, but remember...**
- ◆ **If position is not activated, responsibility to “get the job done” rests with the next position above in the organization**



Role of the General Staff **(REOC Director and Section Coordinators):**



- ◆ **Provide direct oversight for all SEMS Functions**
- ◆ **Responsible for completing SOC Action Plan goals and objectives**
- ◆ **Must promote inter-agency coordination**

Inter-agency Coordination at the SOC, Means Working Together To:

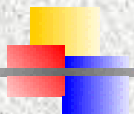
- ◆ **Establish priorities**
- ◆ **Facilitate effective communication**
- ◆ **Allocate resources**
- ◆ **Share information**





Federal Agency Representatives at the SOC:

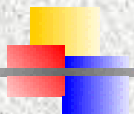
- ◆ **REOCS are the primary point of coordination for Federal ESF Coordinators**
- ◆ **ESF Coordinators should be physically located at the REOCS**
- ◆ **EXCEPTIONS:**
 - **The SOC has been designated as the primary State Response Center**
 - **Special circumstances require ESF presence at the SOC.**





State Level / Region Level Coordination:

- ◆ **SOC / REOCS Collaborate on the following:**
 - **Preparation of the State Situation Report**
 - **Preparation of State-wide Public Information Announcements**
 - **Monitoring of Resource Requests and Allocation**
 - **Coordination with Federal Agencies**





SOC / REOC Support Relationship:

